



GROWING FORWARD

2020 REPORT
TO THE COMMUNITY



Jackson
HEALTH SYSTEM
Miracles made daily.

An aerial photograph of Jackson Memorial Hospital in Miami, Florida, with the city skyline in the background. The image is overlaid with a large, semi-transparent blue geometric shape on the right side, which contains the text. The hospital buildings are multi-story and light-colored, with a central entrance area. The city skyline features various skyscrapers and buildings under a clear sky.

GROWING FORWARD, TOGETHER

With more than 100 remarkable years behind us, our second century is about growing forward. The people and programs that make Jackson special are unlocking the future – for us and for the patients we serve. Our mission is about inspiring hope, enriching lives, advancing care, cultivating experts, expanding reach, and forming bonds to provide world-class care for our community.

Jackson has always been one of Miami-Dade County's most beloved institutions. We are committed to open doors and open hearts to ensure a single, high standard of quality care for every resident. Countless lives have been transformed at Jackson, and there are countless more who will be touched in the years to come. Thank you for your support as we continue to grow forward, together.



MISSION

To build the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County.

VISION

To be a nationally and internationally recognized, world-class academic medical system and to be the provider of choice for quality care.

VALUES

Jackson is committed to providing the best care, with care, for everyone by demonstrating compassion, accountability, respect, and expertise.

Building On More Than A Century Of Service

From Our President And Chief Executive Officer

There has never been a more exciting or a more important time to be part of the Jackson Health System family. We are building on more than a century of service to our community by designing the future of specialty health care.

Our Miami Transplant Institute shattered every U.S. record in 2019, becoming the national volume leader by performing 747 organ transplants while maintaining the highest standards for patient outcomes. With a new outpatient clinic recently opened in our Jackson Professional Center and a new satellite facility opening this summer in Plantation, this partnership with the University of Miami Health System is earning the highest national accolades.

Our world-famous rehabilitation program has moved into a new flagship home as we opened the Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial, designed from scratch to be one of the country's elite facilities for patients recovering from traumatic brain injury, spinal cord injury, cancer treatment, and other complex conditions. The family-centered design includes the latest technology, a full aquatic center, transition apartments, meditation space, an activity garden, and extensive public art installations. Even the building's layout is designed to ensure researchers, families, inpatients, and outpatients are sharing spaces – a constant reminder of the way Lynn Rehabilitation integrates academic study with the day-to-day treatment of patients. And its location in the heart of one of the world's most international cities ensures that Lynn Rehabilitation will be a hemispheric hub for diverse teams of caregivers and patients.

Our newest campus, Jackson West Medical Center, is blossoming in the City of Doral. On schedule to open in 2021, Jackson West will feature a wide range of physician specialty practices, including the long-awaited pediatric outpatient partnership with UHealth Pediatrics. On the same campus, José Milton Memorial Hospital will have emergency rooms for children and adults, the full spectrum of diagnostic and screening equipment, and 100 inpatient beds for services such as maternity and surgery. As our first custom-built campus, Jackson West is designed to seamlessly integrate into its fast-growing, family-friendly neighborhood, and will provide each patient with a personalized experience.

And our flagship site, Jackson Memorial Hospital, is growing its largest expansion in a generation with the construction of the three-story critical-care tower above the Ira C. Clark Diagnostic Treatment Center. With the capacity to eventually house 115 intensive-care beds, the new tower will allow Jackson to continue expanding its most sophisticated surgical programs such as organ transplant and the new Jackson Heart Institute, South Florida's only truly comprehensive cardiology and cardiac surgery program.

At the same time, we continue renovations and upgrades at our other signature facilities: Holtz Children's Hospital, Jackson North Medical Center, Jackson South Medical Center, and Jackson Behavioral Health Hospital, as well as our growing network of UHealth Jackson Urgent Care centers.

All of these projects are possible because we are a family drawn from around the world and united by a commitment to compassion, accountability, respect, and expertise. These CARE values empower us to honor our historic mission of providing a single, high standard of quality care to every Miami-Dade County resident while also passionately pursuing the latest practices in surgery, medicine, and wellness. Thank you for joining us on this journey.



Carlos A. Migoya
President and Chief Executive Officer
Jackson Health System

Years To Come: The Harvest Of Jackson's Transformation

"Don't judge each day by the harvest you reap, but by the seeds that you plant."
- Robert Louis Stevenson

Nearly nine years have passed since we declared an end to business as usual at Jackson Health System, and more than six have passed since Miami-Dade voters provided the \$830 million foundation of our \$1.8 billion capital plan.

Each dollar that has gone into this program has been matched by the sweat equity of countless Jackson family members. Therapists have painstakingly developed the facilities for our just-opened Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial. Steelworkers are finishing the skeleton for our new critical-care tower at Jackson Memorial Hospital. Nurses and doctors with a wide range of specialties have designed our new Jackson West Medical Center and its 100-bed José Milton Memorial Hospital, coming out of the ground now in the City of Doral. Network technicians have installed a blanket of connectivity across the upgraded facilities at all of our campuses. All the while, an army of caregivers – not just clinicians, but passionate nutrition specialists, environmental workers, engineers, and social workers – has kept up Jackson's world-class level of care for every patient, every loved one, every hour of every day.

In some ways, 2020 and 2021 are the harvest of Jackson's transformation – the culmination of many years' investment in financial sustainability, operational excellence, strategic vision, and clinical leadership. Our landmark buildings are opening at the same time as our Miami Transplant Institute becomes the highest-volume program in the history of transplant medicine in the U.S, and our new Jackson Heart Institute is making an immediate and dramatic impact on our community. Indeed, 2020 will mark the end of my latest and proudest term serving on the Public Health Trust Board of Trustees.

Truly, though, this harvest bears the seeds of our next planting. Unlike for-profit hospital systems, Jackson does not drive success to enrich shareholders or increase market capitalization. Each investment we make fuels a noble cycle of future improvement. The revenues from Lynn Rehab, Jackson West, and all the others will lay the base for our next evolution. Success today serves patients today... but it also allows us to recruit and retain the top caregivers, develop and expand the best programs, and build and improve the latest facilities. In that way, our success today serves the patients of the future, as well.

Across the many cultures that share Miami, there is always an association between harvest and thanksgiving. As we celebrate this most remarkable healthcare harvest, allow me to thank each of you on behalf of the Trust Board for helping us feed this community's wellness. We are here because of you, and we are here for you.



Joe Arriola
Chairman
Public Health Trust Board of Trustees

A Century Of Miracles

1918

The new Miami City Hospital opens with 13 beds and a handful of employees.

1920

The Miami Training School for Nurses opens.

1924

The Miami City Commission renames the hospital in honor of Dr. James M. Jackson, a prominent surgeon and first president.



1926

In the wake of "The Great Miami Hurricane," Jackson cares for more than 700 of the city's injured.

1933

Franklin D. Roosevelt and Chicago's Mayor Anton Cermak are taken to Jackson after an assassination attempt on the President-elect.

1937

Florida's first tumor clinic opens at Jackson Memorial Hospital.

1946

Jackson helps fight a severe polio epidemic with 95 cases reported in Miami.



1952

The University of Miami School of Medicine becomes the first medical school in Florida and designates Jackson Memorial Hospital as the school's teaching hospital.

1957

Dr. Robert S. Litwak performs the first open-heart surgery in Florida at Jackson.



1960

Jackson provides medical care to Cuban refugees. Nearly 38,000 refugees were treated by 1966.

1965

Jackson treats burn patients with an innovative silver nitrate solution after the cruise ship SS Yarmouth Castle catches fire.

1966

Plans are unveiled for the development of a 50-acre medical district with Jackson as its nucleus.

1970

Jackson and the University of Miami launch a joint organ transplantation program, which has grown to become the Miami Transplant Institute.

1973

The Public Health Trust is established by the Metropolitan Dade County Board of County Commissioners.

1980

UM/Jackson clinicians lead the fight against the AIDS epidemic and create one of 13 national research centers.



1986

South Florida's first adult heart transplant is performed at Jackson.

1991

Miami-Dade voters approve a half-penny sales tax increase to support Jackson and allow it to expand its services.

1992

Ryder Trauma Center at Jackson Memorial Hospital opens just in time to treat Hurricane Andrew victims.



2001

Jackson acquires Deering Hospital, which is now Jackson South Medical Center.

The U.S. Army selects Ryder Trauma Center as the only national training center for Forward Surgical Teams.



2006

Jackson Health System takes ownership of Parkway Regional Medical Center, which is now Jackson North Medical Center.

2010

A catastrophic earthquake strikes Haiti, prompting Jackson's medical community to respond and treat victims.

2013

Miami-Dade voters approve Jackson's \$830 million Miracle-Building Bond Program.

2015

A ceremonial groundbreaking launches the new Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial.

The Public Health Trust buys land in the City of Doral to build Jackson West Medical Center.

2016

Jackson South Medical Center opens a full-service, 24/7, Level II trauma center.

UHealth/Jackson Urgent Care centers open across Miami-Dade County.

2017

Ryder Trauma Center at Jackson Memorial Hospital celebrates 25th anniversary of serving the community.

2018

Jackson Health System celebrates 100 years of serving the community.

2019

The Miami Transplant Institute claims the nation's top position, performing more organ transplants than any other hospital in U.S. history, with a record-breaking 747 transplants performed in 2019.

Serving Miami-Dade County

As an integrated healthcare delivery system, Jackson Health System is formed by six hospitals, a network of UHealth Jackson Urgent Care centers, two long-term care nursing facilities, and multiple primary and specialty care centers throughout the county, bringing world-class care closer to home.



Jackson West Medical Center

The new Jackson West Medical Center campus, under development in the City of Doral, is scheduled to open in 2021. Once open, Jackson West will house a diagnostic and imaging center, specialty physician clinics, adult and pediatric emergency rooms, children's outpatient center, state-of-the-art surgical facilities, maternity care, and the 100-bed José Milton Memorial Hospital.

Jackson Memorial Hospital

1611 N.W. 12th Avenue, Miami

Jackson Memorial Hospital is an accredited, non-profit, tertiary care hospital and home to Ryder Trauma Center and the Miami Transplant Institute (MTI), the nation's largest and most comprehensive transplant program for adults and children. Jackson Memorial Hospital serves as the major teaching facility for the University of Miami Miller School of Medicine.



Christine E. Lynn Rehabilitation Center For The Miami Project To Cure Paralysis At UHealth/Jackson Memorial

1611 N.W. 12th Avenue, Miami

One of the country's elite facilities for patients recovering from traumatic brain injury, spinal cord injury, cancer treatment, stroke, and other complex conditions. Located on the Jackson Memorial Medical Center campus, the 9-story tower features 80 inpatient beds, separate gyms for acute inpatient care, outpatient care, pediatric care, and individual specialty care. The center is equipped with an aquatic center with a HydroWorx therapy pool providing the latest in rehabilitation technology.

Jackson Behavioral Health Hospital

1695 N.W. 9th Avenue, Miami

Jackson Behavioral Health Hospital provides a full continuum of care for children, adolescents, adults, and seniors with varying clinical needs. We also provide a variety of support groups at this facility for patients and their families. With 239 licensed beds, this facility is the largest freestanding psychiatric hospital in Florida, designed for maximum treatment effectiveness and success.



Holtz Children's Hospital

1611 N.W. 12th Avenue, Miami

Holtz Children's Hospital is one of the largest children's hospitals in the southeast and is the exclusive home to pediatric specialists who are part of UHealth – University of Miami Health System. At Holtz Children's, patients from infancy through young adulthood can access breakthrough treatments for complex medical problems often considered untreatable.

Jackson South Medical Center

9333 S.W. 152nd Street, Miami

Jackson South Medical Center offers a full spectrum of services and is staffed by nationally recognized, board-certified physicians and allied healthcare professionals who practice a wide array of specialties and subspecialties, including weight-loss surgery and cardiology. It is also home to Ryder Trauma Center at Jackson South, a Level II trauma center serving residents in south Miami-Dade County and the Florida Keys.



Jackson North Medical Center

160 N.W. 170th Street, North Miami Beach

Jackson North Medical Center serves the residents of north Miami-Dade and south Broward counties and is home to specialized centers, including the Comprehensive Stroke Center, Gastric Sleeve Center, and The Women's Pavilion at Jackson North.

Our Urgent Care Network

One of our promises to the residents of Miami-Dade County is to bring Jackson's world-class medical care closer to where they live, work, and play. By opening a network of UHealth Jackson Urgent Care centers, we are fulfilling that promise.

With five urgent care centers open throughout Miami-Dade County, we have expanded our reach in order to stay true to our goal of serving the community. From treatment for minor injuries to lab tests and sports physicals, we treat common conditions with uncommon convenience.



Country Walk
13707 S.W. 152nd Street
Miami, FL 33177



Cutler Bay
18910 South Dixie Highway
Cutler Bay, FL 33157

Keystone Point
13120 Biscayne Boulevard
North Miami, FL 33181



North Dade
16555 N.W. 25th Avenue
Miami Gardens, FL 33054

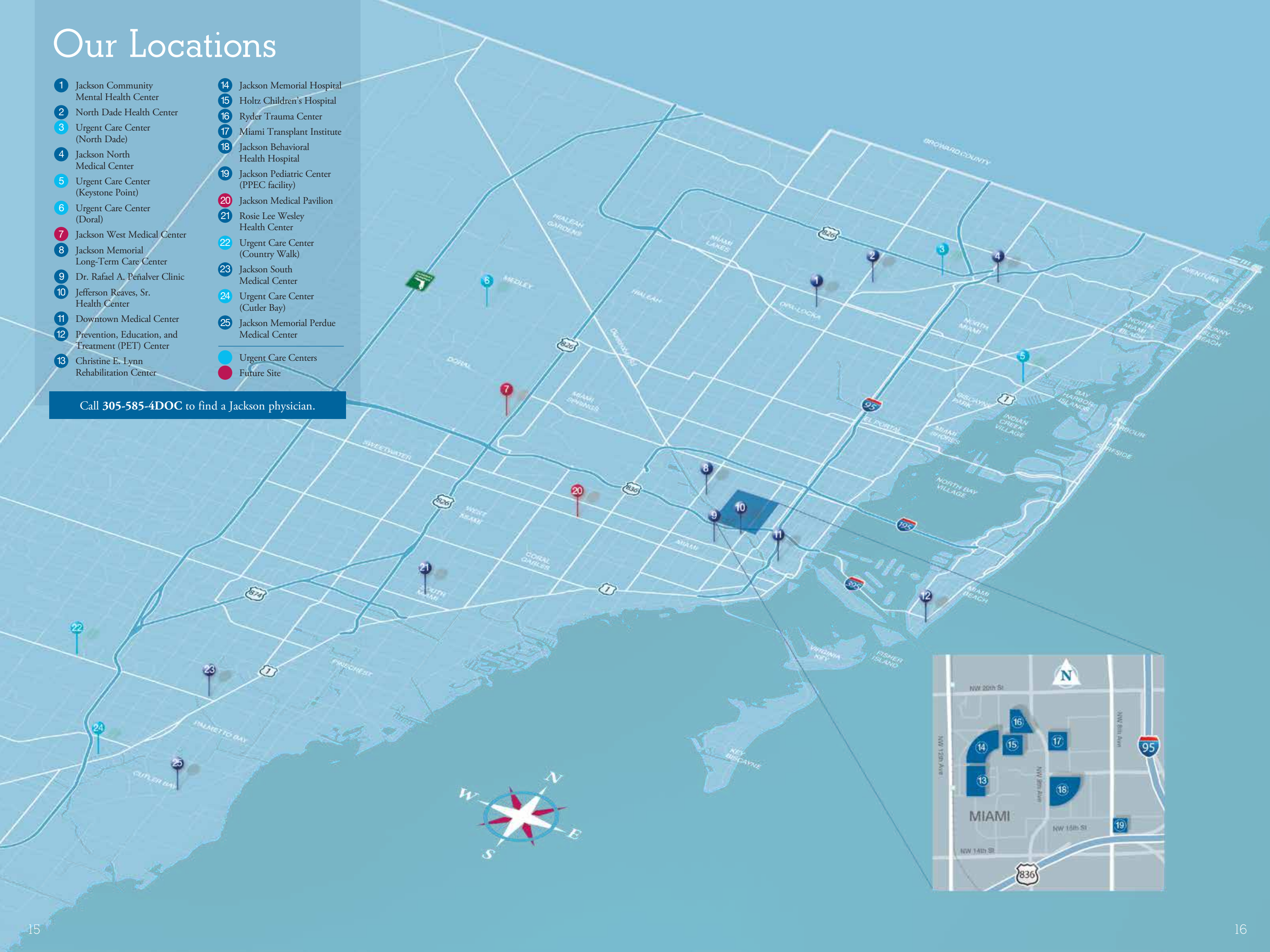


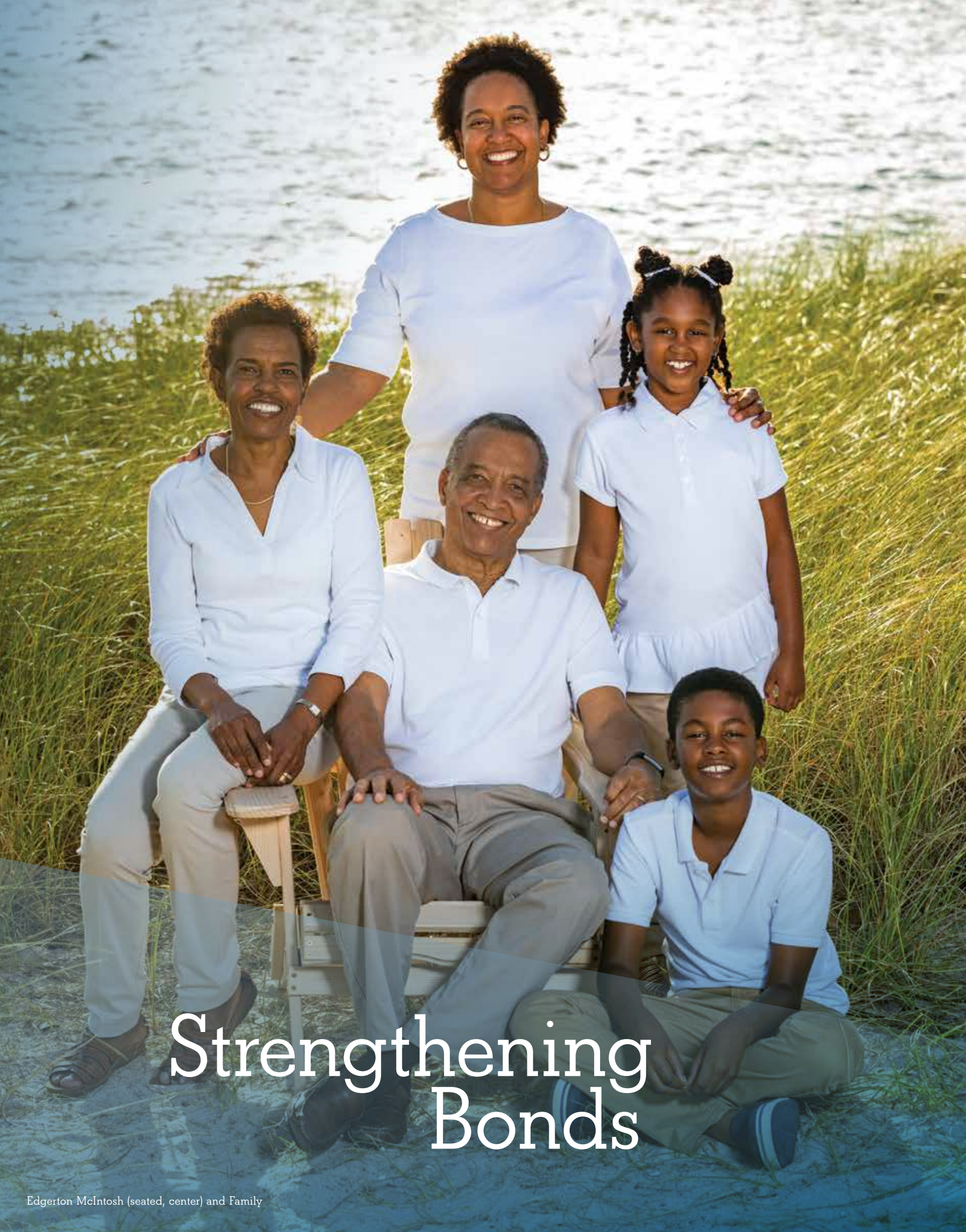
Doral
7400 N.W. 104th Avenue
Doral, FL 33178

Our Locations

- 1 Jackson Community Mental Health Center
 - 2 North Dade Health Center
 - 3 Urgent Care Center (North Dade)
 - 4 Jackson North Medical Center
 - 5 Urgent Care Center (Keystone Point)
 - 6 Urgent Care Center (Doral)
 - 7 Jackson West Medical Center
 - 8 Jackson Memorial Long-Term Care Center
 - 9 Dr. Rafael A. Peñalver Clinic
 - 10 Jefferson Reaves, Sr. Health Center
 - 11 Downtown Medical Center
 - 12 Prevention, Education, and Treatment (PET) Center
 - 13 Christine E. Lynn Rehabilitation Center
 - 14 Jackson Memorial Hospital
 - 15 Holtz Children's Hospital
 - 16 Ryder Trauma Center
 - 17 Miami Transplant Institute
 - 18 Jackson Behavioral Health Hospital
 - 19 Jackson Pediatric Center (PPEC facility)
 - 20 Jackson Medical Pavilion
 - 21 Rosie Lee Wesley Health Center
 - 22 Urgent Care Center (Country Walk)
 - 23 Jackson South Medical Center
 - 24 Urgent Care Center (Cutler Bay)
 - 25 Jackson Memorial Perdue Medical Center
- Urgent Care Centers
● Future Site

Call 305-585-4DOC to find a Jackson physician.





Strengthening Bonds

Edgerton McIntosh (seated, center) and Family

“I started thinking I’d never see my grandchildren again. The team handled me with great care — they were both professional and compassionate.”

-Edgerton McIntosh

Edgerton McIntosh was in his kitchen doing home improvement work when he suddenly felt pain in both arms and his chest. He then started sweating and felt abnormally weak. His wife, Thelma McIntosh, knew something was not right and drove him to the emergency department at Jackson South Medical Center.

The medical team at Jackson South immediately performed an electrocardiogram (EKG) to check for signs of electrical activity of the heartbeat, which confirmed he was having a heart attack. A cardiac catheterization was also performed to examine how well his heart was working. The blockage was so severe that it was determined he would need open-heart surgery.

At 71, Edgerton had never been to a hospital, had always been physically active, maintained good eating habits, and never showed signs of cardiovascular disease.

He underwent three procedures on June 24, led by a multidisciplinary team from the Jackson Heart Institute, including Romualdo J. Seguro, Jr., MD, FACS, chief of cardiac surgery.

“I started thinking I’d never see my grandchildren again,” said Edgerton. “The team handled me with great care — they were both professional and compassionate.”

“Helping patients such as Edgerton is the most rewarding part of my job,” said Dr. Seguro.

The McIntosh family is grateful for the support they received from the medical staff at Jackson — including the nurses, the physician team, and even the ambulance transport staff.

After 12 weeks in post-care for cardiac rehab, Edgerton felt fully recovered and has since resumed time with his family, especially his grandchildren.

“They are so special to me — I want to be alive for them,” said Edgerton. “The treatment from the staff at Jackson was heartfelt, and I thank them for everything they did for my family.”

Jackson Heart Institute

Always at the forefront of cardiovascular medicine, Jackson Health System provides a full range of highly specialized cardiac procedures to life-saving heart transplants to patients of every age.

Romualdo J. Seguro, Jr., MD, FACS, a world-renowned surgeon in minimally invasive cardiothoracic surgery, was welcomed to our comprehensive heart team as chief of cardiac surgery for Jackson Health System and the Jackson Heart Institute, which brings

together two of the most trusted names in the community to form Miami’s most comprehensive heart team.

Our multidisciplinary team consistently paves the path for innovation, offering patients a heightened level of expertise in the areas of interventional cardiology, advanced heart failure, electrophysiology, and other vascular treatments. We are stronger than ever to service the heart care needs of our community.



Finding Hope

“I was saved by the grace of God, and the whole medical team that took care of me. They have become my family, and I’m so grateful for all the support they gave me.”

-Lilia Silva

After having three sons, Lilia Silva and her husband were expecting their fourth child — this time a baby girl. When she was 19 weeks pregnant, an MRI revealed Lilia had life-threatening placental implantation abnormalities, including placenta previa and placenta percreta. These conditions can lead to catastrophic postpartum hemorrhage, ultimately killing the mother.

Lilia turned to the UHealth Maternal-Fetal Medicine Department at The Women’s Hospital at Jackson Memorial, which specializes in high-risk pregnancies. A multidisciplinary team of maternal-fetal medicine physicians, gynecologic oncologists, radiologists, vascular surgeons, neurologists, trauma surgeons, and nurses reviewed the case and developed a plan of action, which involved a newer treatment, which had been tried only once before at Jackson.

“The placenta was like a ticking time bomb,” Lilia said. “I was at risk of bleeding out any minute.”

The plan to save her life involved doctors delivering the baby via C-section at 28 weeks, and leaving the placenta inside the uterus. Lilia would then undergo six weeks of chemotherapy to shrink the placenta — as they would a tumor — and decrease the blood flow via embolization. Doctors would then perform a second surgery to remove the placenta and perform a hysterectomy.

After successfully delivering the baby via C-section without experiencing heavy bleeding, Lilia remained hospitalized and began chemotherapy for six weeks. Four weeks into the treatment, Lilia began experiencing heavy bleeding. The team rushed her to Ryder Trauma Center’s operating room for emergency surgery. Lilia received a transfusion of eight units of blood during surgery. A large, multidisciplinary team was on standby in the operating room for the surgery, which ended successfully with surgeons removing the placenta, as well as the uterus, cervix, and fallopian tubes.

On February 6, after three months in the hospital, Lilia was able to go home and be reunited with her family. Baby Natalia Hope was discharged three weeks later.

“I was saved by the grace of God, and the whole medical team that took care of me,” Lilia said. “They have become my family, and I’m so grateful for all the support they gave me.”

Maternal-Fetal Medicine

When families choose to deliver their little miracle at Jackson, they can rest assured knowing they will receive the most comprehensive and compassionate care — for both mom and baby.

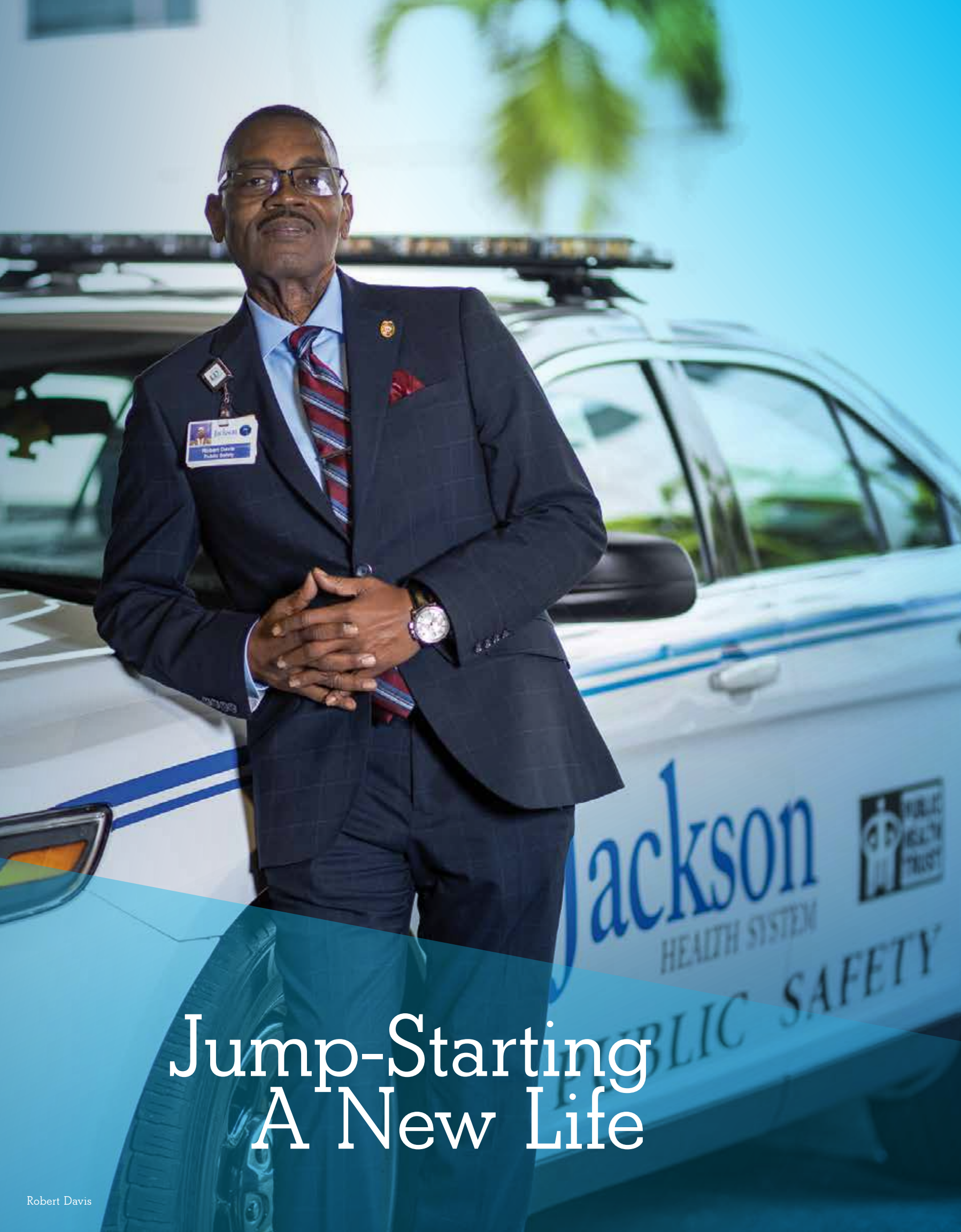
Our full-service maternity programs — featuring essential prenatal, neonatal, and pediatric care — are offered throughout Miami-Dade County at Jackson Memorial Hospital, Jackson North Medical Center, and Jackson South Medical Center.

At Jackson, we offer a wide range of birthing options, including vaginal birth after cesarean (VBAC). Our specialists in maternal-fetal medicine, neonatal care, and critical care services are always on hand,

if needed. If a newborn has complications or is in distress during or after birth, the expertise of one of Florida’s largest neonatal intensive care units is close by at Holtz Children’s Hospital.

Our labor and delivery units provide new moms and families with extra comfort and special amenities to make their experience smoother and more enjoyable.

Many families also find comfort in the parenting support they receive postpartum. Our Baby-Friendly designation, a highly coveted breastfeeding support standard, demonstrates an optimal level of care for infant feeding and bonding between a mother and baby.



Jump-Starting A New Life

Robert Davis

“If you value your health, then this is for you. Bariatric surgery gives you a jump-start into a new life, but it’s up to you to maintain it.”

-Robert Davis

During a routine doctor’s appointment, Robert Davis, assistant chief of security for Jackson Health System, was astonished at the scary news he received: he was borderline diabetic, had high blood pressure, and was considered obese.

“I had shortness of breath,” said Robert. “My diagnosis, along with the loss of my beloved mother, motivated me to make a change.”

He sought the help of Elias Chousleb, MD, bariatric surgeon and medical director of the Gastric Sleeve Center at Jackson North Medical Center, who gave him the extra confidence he needed.

“We knew his other health complications would improve once he was able to drop some of the excess weight,” Dr. Chousleb said. “My patient kept positive despite undergoing adversity, which made him succeed.”

Robert was nervous, but pleasantly surprised at how he felt immediately after the weight-loss procedure, which took place in May 2019. His goal was to lower his blood pressure, get a handle on his diabetes, and lose at least 80 pounds.

“It was better than expected,” he said. “In a couple of hours I was up and walking.”

Robert is proud to have lost 100 pounds, surpassing his initial goal.

“I feel like I felt when I first started working at Jackson more than 30 years ago,” he said. “I can walk around campus with no problem. I feel young.”

To keep a handle on his weight, Robert watches his calorie intake and regularly goes to the gym.

While Robert recommends weight-loss surgery to others, he warns that it takes a lifetime commitment to achieve desired results.

“If you value your health, then this is for you,” he said. “Bariatric surgery gives you a jump-start into a new life, but it’s up to you to maintain it.”

Making his health a priority may take a little work, but Robert said he could not be happier.

“This is the best thing that ever happened to me besides my children and my wife,” said Robert. “I wish I would have done it sooner.”

Bariatric Surgery For Weight-Loss

The Gastric Sleeve Centers at Jackson North and Jackson South specialize in the laparoscopic gastric sleeve procedure, one of the newest and most successful bariatric procedures. This minimally invasive technique enables most patients to recover more quickly and experience less pain. Our two programs have already helped thousands of women and men lose weight and transform their lives. More importantly, the majority of our patients have freed themselves from the dangers of obesity-related conditions like diabetes, high blood pressure, sleep apnea, and constant fatigue.

In addition to the services offered at our centers, we hold monthly informational seminars that are free and open to the community in north and south Miami-Dade. Most recently, we have included a Spanish weight-loss seminar for our Doral community near the soon-to-open Jackson West Medical Center as well as telehealth consults.

Our goal is to empower and enable individuals to take steps toward a healthier life.



Gaining A Future

Sasha Gadea

“I’m happy and feel different, but in a good way. After this, I have a new perspective on life. I think twice about what I’m going to say or do.”

–Sasha Gadea

Sasha Gadea suffered from headaches for two years before a severe headache caused her to lose vision in her left eye. Sasha’s parents took the 13-year-old to a hospital near their home in Key Largo, where she was referred to Bascom Palmer Eye Institute at the University of Miami/Jackson Memorial Medical Center. As her condition worsened, she was rushed to the emergency department at Holtz Children’s Hospital.

“While in the emergency room, Sasha’s vision came back,” her mother, Yudith Gadea, said. “It wasn’t until she got an MRI that doctors were able to give us a diagnosis.”

Sasha was suffering from a rare condition called arteriovenous malformation (AVM) — a congenital disorder that consists of tangled, abnormal blood vessels connecting arteries and veins in the brain — as well as two aneurysms within the AVM.

“Sasha’s case was very challenging because she had a very large AVM extending deep into the brain,” said Heather McCrea, MD, UHealth pediatric neurosurgeon and director of pediatric neurosurgery at Holtz Children’s Hospital. “Since she is so young, she had a lifetime risk of having major complications from the AVM.”

Dr. McCrea consulted with Robert Starke, MD, UHealth vascular neurosurgeon, neuroradiologist, and co-director of endovascular neurosurgery at Jackson Memorial Hospital. Together, they felt confident that embolization and surgery would save her life.

“The embolization procedure created a safe pathway to move forward with surgery to remove the AVM and treat the aneurysms,” Dr. Starke said. “This procedure reassured us we could have a shorter, faster, safer surgery and reduced the need to give Sasha blood transfusions during surgery.”

After a successful surgery, Dr. McCrea and Dr. Starke were able to remove the entire malformation.

Sasha was discharged six days after her life-saving procedure and has made a remarkable recovery. Since then, she has been able to resume her favorite activities, such as swimming, kayaking, and bike riding.

“I’m happy and feel different, but in a good way,” said Sasha. “After this, I have a new perspective on life. I think twice about what I’m going to say or do.”

The 7th grader would like to pursue a career in environmental engineering.

UHealth Jackson Children’s Care

At Holtz Children’s Hospital, world-class physicians treat patients from infancy through young adulthood, making miracles happen every day. Holtz Children’s is also one of only three centers in the nation that specializes in pediatric multi-organ transplants, performing two-thirds of all these kinds of transplants done in the world.

In order to better service our community, UHealth – University of Miami Health System and Jackson Health System have joined forces to create UHealth Jackson Children’s Care, one of the largest and most comprehensive networks of pediatric

healthcare providers in the southeast United States. Our array of pediatric services includes our specialized, kids-only emergency care, available 24/7 at Holtz Children’s Hospital.

And now, as part of UHealth Jackson Children’s Care, our pediatric-exclusive emergency care staff is available at Jackson North Medical Center. Our team of board-certified emergency care pediatric specialists from UHealth and Jackson are ready and committed to providing the highest-quality medical treatment for our young patients.



Going The Distance

Ed Navarro

“What’s really made the difference in my recovery is the care that I have received. And not just the level and quality of care, but the loving care from the entire staff that I continue to receive. I’m getting stronger every day.”

-Ed Navarro

Ed Navarro was enjoying a day of fishing with his longtime friends and their sons when his life took a sudden turn. A near collision with a speedboat sent him overboard, and he immediately went into cardiac arrest.

“My buddies found me face down in the water, and when they pulled me back onto the boat, I had foam coming out of my nose and mouth, and I had no pulse,” Ed said.

Ed was airlifted to Ryder Trauma Center at Jackson South Medical Center.

“I couldn’t speak because I was intubated, but I knew I had damaged my spinal cord,” Ed said.

The attending physician, Ian Côté, MD, UHealth neurosurgeon at Jackson South, realized Ed was having difficulty moving and requested an emergency MRI. It confirmed the presence of a cervical spinal cord injury. This was the result of the rapid force applied to Navarro’s neck and already narrowed spinal canal, the home of the spinal cord. Ed was essentially a quadriplegic.

An emergency cervical open-door laminoplasty was performed by Dr. Côté, working alongside neurosurgery resident, Javier Figueroa, MD, and Michelle Viteri, an advanced practice registered nurse in neurosurgery. Following the procedure, Ed was given a neck brace and underwent weeks of rehabilitation at Jackson Rehabilitation Hospital, now the new Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial.

“Just 24 hours after surgery, I took my first steps — it was a miracle,” Ed said. “I took my first steps under the care of a physical therapist by the name of Sean Brimacombe. He truly cared and encouraged me.”

Ed knew recovery would be difficult, but he also knew he was in good hands. Every day, he saw how committed Jackson is to making sure its patients receive the care, compassion, and kindness they need to recover and live better lives.

“What’s really made the difference in my recovery is the care that I have received,” Ed said. “And not just the level and quality of care, but the loving care from the entire staff that I continue to receive. I’m getting stronger every day.”

Ed has since run a 5K in collaboration with The Woody Foundation to inspire others with spinal cord injuries.

UHealth Jackson Rehabilitation Care

The combined expertise of Jackson Health System, UHealth University of Miami Health System, and The Miami Project to Cure Paralysis make our Rehabilitation Care one of the most comprehensive and innovative programs in the nation. We offer a full continuum of services, providing specialty rehabilitation and support for adult and pediatric patients.

The new Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial was designed to help patients recovering from several complex conditions. The center provides a variety of inpatient and outpatient services such as physical therapy, occupational therapy, and

speech-language pathology. Patients benefit from the 10,000-square-foot gym, which includes a wide selection of state-of-the-art rehabilitation equipment.

The Miami Project to Cure Paralysis is the nation’s premier investigative research program conducting leading-edge discovery, translational, and clinical investigations targeting spinal cord and brain injuries.

While many of the specialties focus on life-saving, UHealth Jackson Rehabilitation Care focuses on giving people back their lives.

A woman with long dark hair, wearing a light pink long-sleeved top, is smiling warmly while holding a young child. The child is wearing a blue and white striped shirt and a tan vest. They are standing in front of a blurred background of what appears to be a hospital or clinic setting.

Defying The Odds

“He got his second chance at life because of the team of doctors, residents, fellows, surgeons, nurses — everyone had a place in my son’s journey. He’s complete happiness.”

-Jill Angelo

Michael Angelo was born healthy in September 2018, but soon after his two-month checkup, his mother, Jill Angelo, started noticing her son’s skin had a yellow tone. Doctors immediately ordered blood work and determined that Michael had biliary atresia, a rare, genetic, life-threatening liver disease that only appears in infants. His only chance at survival was a liver transplant.

“Our lives from then on flipped upside down,” said Jill. “I had to drop my job and leave our five-year-old daughter with my mother. There were a lot of unknowns; it was terrible.”

Although the family lives in St. Petersburg, they decided the best place to help their son was the Miami Transplant Institute (MTI).

Michael was airlifted to Holtz Children’s Hospital and began his care with the MTI team under the guidance of Jennifer Garcia, MD, UHealth medical director of pediatric transplant services. Dr. Garcia eased their worries by explaining the team’s expertise and success rates in treating this rare disease.

Michael was placed on the national transplant waiting list and two weeks later, a compatible liver became available. The only challenge was Michael’s weight; he weighed only 8 pounds and infants typically need to weigh 13 pounds to undergo a transplant surgery. This made his surgery especially risky.

However, two innovative medical technologies would be used to help them with this challenging case: the Thunderbeat (Hybrid Vessel Sealing Device) and ORBEYE (4K/3D Surgical Visualization) by Olympus. The Thunderbeat is the world’s only fully integrated bipolar and ultrasonic technology. The ORBEYE, which provides image magnification up to 26 times using 3D goggles, had only been used in neurosurgery cases — never in transplant.

On February 28, Michael received his life-saving liver transplant, becoming the first transplant patient in the world to undergo this clinical trial.

He is now a healthy one-year-old baby.

“He got his second chance at life because of the team of doctors, residents, fellows, surgeons, nurses — everyone had a place in my son’s journey,” Jill said. “He’s complete happiness.”

Miami Transplant Institute

The Miami Transplant Institute (MTI) at UHealth/Jackson Memorial Medical Center has been giving patients a second chance at life for 50 years. Powered by the research and resources of UHealth – University of Miami Health System and grounded by leading-edge care, MTI has become the largest transplant center in the United States.

MTI performed a record-breaking 747 transplant surgeries in 2019, making history for most transplants performed in a year by any U.S. center, according to the Organ Procurement and Transplantation Network/United Network for Organ Sharing (OPTN/UNOS).

The only center in South Florida that performs all organ transplants for both adult and pediatric patients, MTI is home to some

of the world’s leading transplant surgeons. Working alongside a multidisciplinary team, they conduct groundbreaking research and translate their findings to their patients, giving new hope where there is often none.

MTI’s new, state-of-the-art outpatient clinic and diagnostic center, located on the UHealth/Jackson Memorial Medical Center campus, opened in September 2019 and includes diagnostic imaging, procedure, and infusion capabilities.

By providing comprehensive care in an efficient outpatient setting, improving the patient experience, decreasing time from first visit to listing, reducing hospital readmission and emergency visits, and decreasing length of stay.

Jackson Health Foundation

Our Mission

Jackson Health Foundation is the private fundraising arm of Jackson Health System. Established in 1991, the Foundation is governed by a volunteer board of directors committed to implementing philanthropic activities that benefit the medical programs and patient services at Jackson Health System. Through the generosity of compassionate donors, the Foundation helps to fill the gaps on major capital projects and programmatic needs that cannot be financed by public bond support.

Jackson Health Foundation is revolutionizing fundraising for Jackson Health System, one of the largest public health systems in the country. We make miracles happen daily. With more than \$192 million raised for Jackson Health System since 1991, we are devoted to raising the bar for the quality of life and health of our community. We look to the generosity of donors to join us as we expand our care of the population we serve. Together, we are all miracle workers.

Compassionate Donors Make Miracles Happen

Financial support from individual and corporate donors serve as a lifeline for our community and helps to make a positive impact in the lives of family, friends, neighbors, and colleagues. Jackson Health Foundation looks forward to working hand in hand with the health system to continue making miracles happen every day. For more information, call **305-585-GIVE (4483)** or visit **SupportJHF.org**.

The Golden Angel Society is Jackson Health Foundation's premier giving society. Golden Angels play a vital role in supporting Jackson Health System's mission to provide the highest standard of quality health care for all. To date, the Golden Angel Society has raised more than \$128 million to support patients in need at Jackson Health System.

The Guardian Angels are a dynamic group of philanthropists for Jackson Health Foundation supporting Holtz Children's Hospital. To date, the Guardian Angels, along with the amazing support of our community's philanthropists, have raised more than \$37 million for Holtz Children's Hospital. These donations ensure all children at Holtz Children's receive the best medical care possible, regardless of their ability to pay.



The International Kids Fund helps critically ill children from countries around the world gain access to life-saving medical treatments. Hundreds of children with healthcare needs beyond the scope of their local hospitals receive the best care possible through this fund. Since 2001, the International Kids Fund has raised more than \$25 million, enabling them to assist over 700 children from more than 50 countries.

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Expanding Reach

Our Signature Projects

Our ongoing expansion and capital improvement projects continue to provide opportunities for local contractors and suppliers. Aside from stimulating growth and employment, each project serves to enhance our medical facilities and improve the quality of health care. The Jackson Miracle-Building Bond Program includes new construction projects, the renovation of existing facilities throughout Miami-Dade County, technology upgrades, highly advanced equipment, and infrastructure improvements.

1 Christine E. Lynn Rehabilitation Center For The Miami Project To Cure Paralysis At UHealth/Jackson Memorial

- State-of-the-art center for research, treatment, and care
- Replacement of outdated rehabilitation hospital
- Inpatient and outpatient services
- Academic and conference spaces
- Indoor and outdoor spaces
- Therapy gym and meditation rooms
- Research space, diagnostic, and treatment areas

2 Jackson West Medical Center

- Diagnostic and imaging services
- Children's outpatient center
- Freestanding adult and pediatric emergency department
- State-of-the-art surgical facilities
- Specialty physician clinics
- Maternity care
- 100-bed hospital

3 Jackson Memorial Critical Care Tower

- Three-story, 80,500-square-foot vertical expansion of the Diagnostic Treatment Center at Jackson Memorial Hospital
- Capacity for 81 additional intensive care beds
- Expansion includes visitor lounges, nursing administration offices, staff support areas, and a satellite pharmacy
- Supports growth of intensive care needs for world-class transplant and cardiac surgery programs



4 Jackson North Medical Center

- Main lobby renovation
- Surgical suite renovations
- Enhancements to façade
- Emergency room expansion and renovation
- Floor modernizations

5 Jackson Memorial Floor Modernizations

- Jackson Memorial Hospital
- Holtz Children's Hospital
- The Women's Hospital at Jackson Memorial
- Jackson Behavioral Health Hospital
- Ambulatory Care Centers

6 Jackson South Medical Center

- 12 new ICU beds
- Pediatric emergency treatment space
- Modernization of labor and delivery areas
- Modernization of South Wing patient areas
- Infrastructure upgrades
- East Building roof replacement
- Behavioral health modernizations

Forming Bonds

Jackson invests time in special programs for our diverse community. We reach every corner of Miami-Dade through our outreach initiatives, bringing people together in fun and innovative ways while raising awareness on important wellness issues.



Spooky Science Halloween, Frost Museum Of Science

It was all about the treats at our Halloween event where we shared laughs, treats, and tips for parents to keep children healthy and happy.

Cox Media Backpack Tour, Amelia Earhart Park

Every year, Jackson Health System participates in this incredible back-to-school drive where hundreds of school supplies are shared with the community.



Kiddos Magazine Back-to-School, The Falls

UHealth Jackson Children's Care shared valuable information with parents to get them ready for the school year. The children enjoyed activities while interacting with others.



Miami Book Fair, Downtown Miami

At the Children's Alley, our activities are some of the most sought after. We love sharing educational literature as we greet thousands of visitors. There are games, coloring, and interactive medical education for all that visit our booth.

Peñalver Clinic Back-To-School Fair, Dr. Rafael A. Peñalver Clinic

Back-to-school immunizations, health physicals, and tons of fun activities are held every year at this facility. Activities surrounding this event ensure our community is ready for back to school as we support our children and their families.

Dibia DREAM STEM Saturday, Jackson Memorial Hospital

Over the course of a weekend, these future STEM leaders learned a lot about medicine at the Jackson Memorial Hospital campus. We were pleased to help foster the love of science and continue to grow the STEM program with our community's youngest.



Girl Scouts First Aid Badge Training, UHealth Jackson Urgent Care In Doral

We love to educate and this year we shared a badge with every Girl Scout that participated in first aid training. Our clinicians and doctors shared some essential skills as they earned their first ever UHealth Jackson Urgent Care badge for Girl Scouts.

Financial Information

Jackson Health System	2019	2018	2017
Total Revenue	\$2,278,033,000	\$2,069,923,000	\$1,962,904,000
Patient Services	\$1,298,193,000	\$1,221,908,000	\$1,208,159,000
Half-Penny Sales Tax	\$282,832,000	\$275,005,000	\$255,903,000
County Tax Support	\$203,224,000	\$188,585,000	\$175,413,000
Other Revenue	\$493,784,000	\$384,425,000	\$323,429,000
Total Expenses	\$2,053,634,000	\$1,927,278,000	\$1,854,130,000
Compensation and Benefits	\$1,198,771,000	\$1,130,238,000	\$1,074,259,000
Operational Expenses	\$516,344,000	\$481,474,000	\$483,405,000
Drugs and Other Supplies	\$338,519,000	\$315,566,000	\$296,465,000
Bond Reimbursements	\$195,468,000	\$105,552,000	\$78,711,000
Excess Revenue	\$28,932,000	\$37,093,000	\$3,063,000
Charity Care	\$330,921,000	\$382,602,000	\$354,941,000

Jackson South Medical Center	2019	2018
<u>Inpatient Services</u>		
Number of Licensed Beds	262	253
Hospital Admissions (excluding newborns)	11,011	12,176
Births (deliveries)	689	809
<u>Emergency Services</u>		
Trauma Cases	966	733
Visits to Emergency Department (adult and pediatric)	42,205	44,220

Jackson Behavioral Health Hospital	2019	2018
<u>Inpatient Services</u>		
Number of Licensed Beds	239	239
Hospital Admissions (adult and pediatric)	8,409	7,960
<u>Outpatient Services</u>		
Visits to Emergency Department (adult and pediatric)	12,088	9,230
Visits to Outpatient Clinics (adult and pediatric)	38,132	41,358

Jackson Rehabilitation Hospital	2019	2018
<u>Inpatient Services</u>		
Number of Licensed Beds	80	80
Hospital Admissions (adult and pediatric)	1,381	1,191
<u>Outpatient Services</u>		
Rehabilitation Clinic Physician Visits (adult and pediatric)	16,326	16,457

Ambulatory Care Services	2019	2018
<u>Health Clinic Visits</u>		
Ambulatory Care Center (East and West)	115,408	118,906
Downtown Medical Center	2,046	2,650
Dr. Rafael A. Peñalver Clinic	15,493	15,763
Jefferson Reaves, Senior Health Center	16,406	17,520
North Dade Health Center	17,768	19,941
Prevention, Education, And Treatment (PET) Center	1,493	1,730
Rosie Lee Wesley Health Center	13,519	13,035

Jackson Memorial Long-Term Care Center	2019	2018
Number of Licensed Beds	180	180
Average Daily Census	174.8	174.3

Jackson Memorial Perdue Medical Center	2019	2018
Number of Licensed Beds	162	162
Average Daily Census	157.4	147.2

Facts And Statistics FY 2018/2019

Jackson Memorial Hospital	2019	2018
<u>Inpatient Services</u>		
Number of Licensed Beds	795	795
Hospital Admissions (excluding newborns)	24,058	24,565
<u>Emergency Services</u>		
Visits to Emergency Department (adult)	95,662	100,424
Ryder Trauma Center Cases (adult and pediatric)	4,062	4,187

Holtz Children's Hospital	2019	2018
<u>Inpatient Services</u>		
Births (deliveries)	3,937	4,014
Number of Licensed Beds	379	379
Hospital Admissions	9,105	9,564
<u>Outpatient Services</u>		
Visits to Emergency Department (pediatric)	27,595	26,011
Visits to Outpatient Clinics (pediatric)	14,031	13,596

Jackson North Medical Center	2019	2018
<u>Inpatient Services</u>		
Number of Licensed Beds	382	382
Hospital Admissions (excluding newborns)	9,326	9,682
Births (deliveries)	1,341	1,495
<u>Emergency Services</u>		
Visits to Emergency Department (adult and pediatric)	49,732	53,999



Miracles made daily.

1611 N.W. 12th Avenue
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Jackson

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